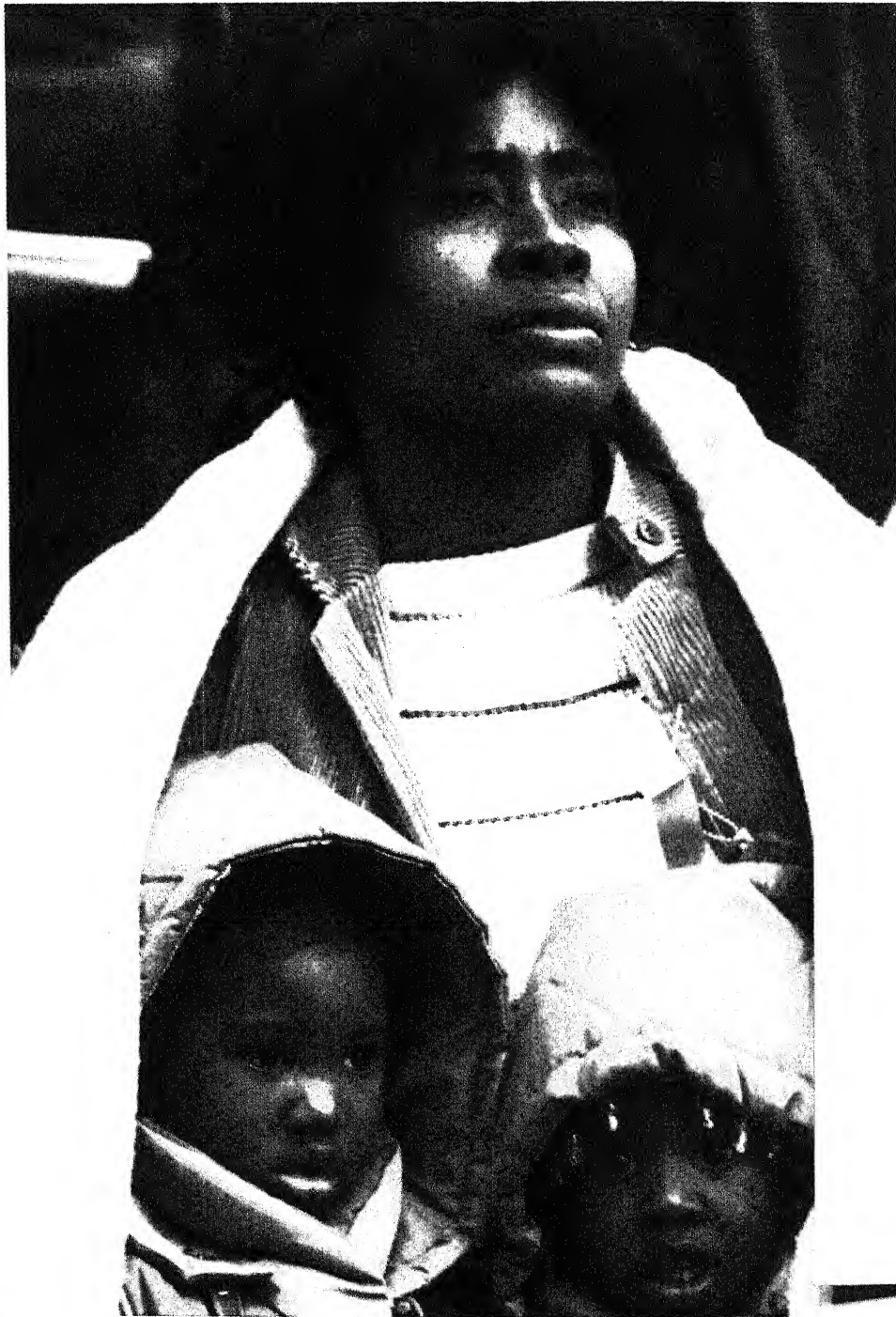


Partners in Self-Sufficiency





Communities nationwide are now building on the experiences of the 155 cities and counties that participated in HUD's demonstration. This brochure describes how a local public-private partnership can work to break the cycle of welfare dependency in your community.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

Dear Colleague:

Partners in Self-Sufficiency is a pictorial salute to Project Self-Sufficiency, which is an innovative U. S. Department of Housing and Urban Development demonstration designed to help very low-income single parents gain economic independence.

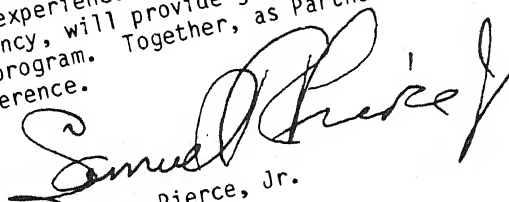
I began Project Self-Sufficiency in 1984, because it represented a potential breakthrough in ending the cycle of dependence for families served by HUD's assisted housing programs. Experience from local efforts across the Nation--in areas that are urban and rural, large and small--has convinced me that this approach does work.

Project Self-Sufficiency is primarily a local initiative. It has been tested in 155 communities in 37 States, Guam, Puerto Rico and the District of Columbia. Project Self-Sufficiency uses housing assistance as an incentive to local and State government officials and private sector leaders to build a public-private partnership to move welfare families into the mainstream of employment and economic self-sufficiency. This partnership of community leaders designs its own program to effectively coordinate existing resources, including housing assistance, in a comprehensive education, training, and employment program to help very low-income families break the poverty cycle.

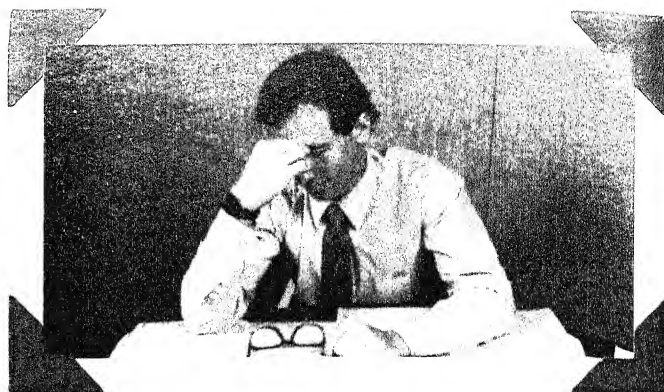
After fewer than four years of operation, the Department has seen evidence that Project Self-Sufficiency works. Communities have demonstrated that programs which link housing with employment and other types of assistance can be locally designed to encourage low-income families to move toward self-sufficiency. The families who participated in Project Self-Sufficiency are proud of their accomplishments. The Department is proud to share in their progress.

Creating public-private partnerships to improve both the efficiency of assisted housing programs and the quality of life of low-income families remains a high priority of the Department and this Administration.

I urge you to tap the creative spirit and resources of your community to help very low-income families gain control of their lives. I hope this brochure, which is based on the experience of the communities that participated in Project Self-Sufficiency, will provide guidance for developing a local self-sufficiency program. Together, as Partners in Self-Sufficiency, we can make a difference.


Samuel R. Pierce, Jr.

Demands on local and State government officials are growing. The service needs of the unemployed, as well as the general population in the community, are increasing. The local government chief executive officer will have to find new and better ways to coordinate and deliver existing resources and services to a larger number of families, and help unemployed and underemployed residents become more productive partners in the community's economy.



A low-income single parent who has spent much of her life on welfare faces multiple barriers: two young children to raise, no job, no job skills or high school diploma, and an over-crowded apartment. Where does she turn for help in becoming independent—for access to affordable, reliable child care, transportation, job training or job placement? Can anyone help?



There are many unemployed and underemployed residents in the community who want to work and give their families a better life. Coordinating the housing, transportation, child care, training, employment, and other services they require is more than any one agency can handle. How can existing resources be coordinated and leveraged for maximum efficiency and impact?



Local newspapers have pages of Want Ads for jobs that go unfilled; businesses announce job openings, but where can an employer go to find trained, motivated, and reliable employees?

Based on the experience of a U.S. Department of Housing and Urban Development (HUD) demonstration, Partners in Self-Sufficiency provides an approach that community residents, government, and local businesses can use to combine existing public and private resources to provide a comprehensive housing and employment program for motivated low-income families who wish to become self-reliant. With its emphasis on local decisionmaking, better coordination, and improved service delivery, Partners in Self-Sufficiency helps individuals learn skills that will match local job opportunities and allow them to achieve their goals of self-sufficiency.

Partners in Self-Sufficiency...

Fits programs to local conditions

Each community is unique, with its own problems and workable solutions. Limited day care resources may be a problem in one community, while lack of transportation services at prices affordable to low-income program participants may be a stumbling block in another. Partners in Self-Sufficiency allows a community to tailor a program that uses its resources to meet local needs.

Provides comprehensive services

Partners in Self-Sufficiency begins by coordinating a comprehensive array of services from which individual service plans may be designed to meet the particular needs of each participant.

- **Housing**—the catalyst for many programs. Helping families obtain safe, affordable housing frees them to devote their energies to training for and maintaining a job. Decent housing can provide stability during the crucial transition period when a participant is concentrating on completing basic education courses, acquiring job skills, and learning how to find and keep a job with a future.

- **Child Care**—essential for single parents and two-wage-earner families. An important contribution to helping parents become self-sufficient is giving them the peace of mind that comes with knowing that their children are properly cared for while they work.

- **Skills Training**—geared to teaching participants job skills that will match the needs of the local economy. Participants are trained for jobs with a future—jobs with promotion potential and salaries that will enable them to become economically self-reliant.

- **Counseling**—tailored to meet individual needs and to help participants gain control over their lives. These services may be financial, legal, or medical, or may focus on personal development.

- **Education Programs**—basic and advanced education works hand in hand with many skills training programs and with long-term career advancement.

- **Transportation**—needed for reliable access to service programs, training sites, and places of employment.

- **Job Development and Placement**—the heart of the program. Developing job skills means writing resumes, following leads, arranging interviews, and performing successfully on the job.

Brings public and private sectors together

Partners in Self-Sufficiency works because it coordinates public assistance programs with private-sector resources. The Governing Board includes leaders in business, government, and the social services, as well as representatives of the population being served. The broad-based, enthusiastic spirit of cooperation has brought remarkable results to communities nationwide.

Who Is Involved?

Local Government Chief Executive

- Leads the effort by lending authority and support
- Generates community interest
- Obtains resources from public sector and business community

Partners in Self-Sufficiency Governing Board

- Composed of public- and private-sector leaders
- Designs Action Plan that sets direction, goals, and policies of the Partners in Self-Sufficiency program
- Oversees program administration and evaluation
- Generates resources

Business Leaders

- Participate on the Governing Board
- Provide job training and employment
- Contribute funds, equipment, services, and expertise

Lead Agency

- Administers program and implements policies of Governing Board
- Provides office space, staff, and logistical support
- Serves as central base of operations

Program Staff and Service Providers

- Coordinate delivery of housing assistance, training, and other program services
- Maintain community contacts and support
- Publicize the program
- Monitor progress of participants

Alabama

Birmingham
Mobile

Arizona

Phoenix

Arkansas

Union County

California

Berkeley
Calexico
Contra Costa County
Garden Grove
Huntington Beach
Los Angeles County
Orange County
Pasadena
Redding
Riverside
San Diego
San Diego County
San Mateo County
Santa Clara
Santa Cruz County

Colorado

Boulder County
Loveland
Pueblo
Weld County

Connecticut

Hartford
Stamford
Windham

Delaware

Wilmington/New Castle
County

Florida

Broward County
Clearwater
Fort Lauderdale
Palatka
Wakulla County

Georgia

Cobb County
Columbus
Thomasville

Hawaii

Honolulu

Illinois

Cook County
DuPage County
Jackson County
Lake County
McHenry County
Rockford

Indiana

Bloomington
Evansville

Iowa

Des Moines
Dubuque County
Linn County
Ottumwa

Kentucky

Hopkinsville
Lexington-Fayette
County
Paducah

Louisiana

East Baton Rouge Parish
Lafayette
Shreveport

Maryland

Cecil and Harford
Counties
St. Mary's County

Massachusetts

Boston
Chicopee
Gardner
Northampton
Somerville
Springfield

Michigan

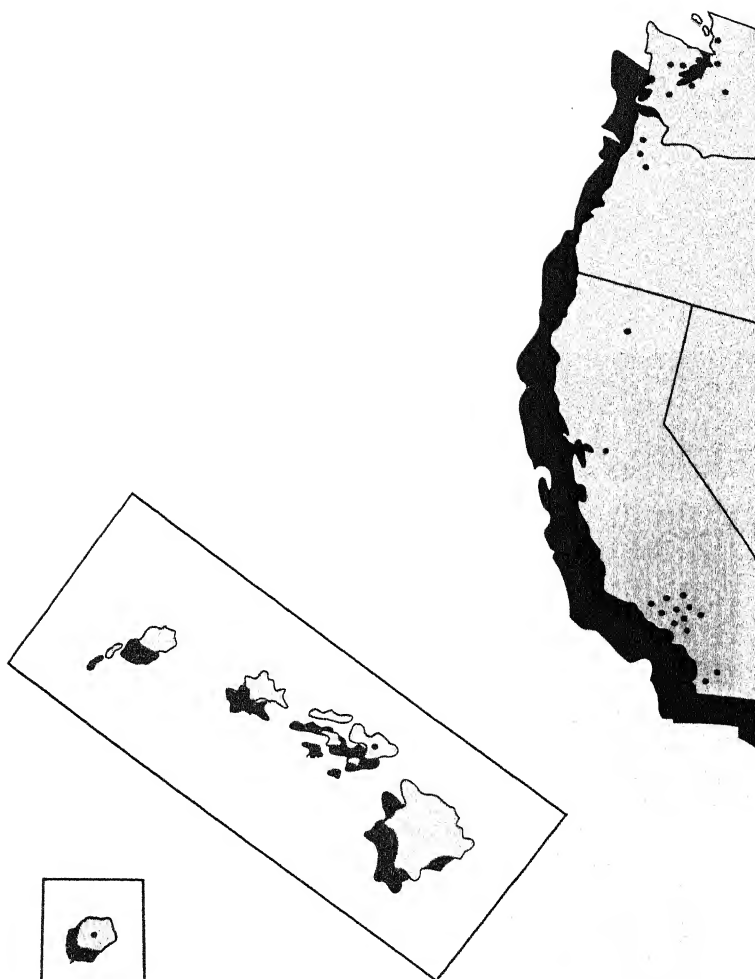
Ann Arbor
Grand Rapids
Livonia

Minnesota

Dakota County
Minneapolis
St. Paul

Missouri

Andrew/Buchanan/
Clinton/DeKalb Counties
Howell County



Kansas City
Rolla

Nebraska

Omaha

New Jersey

Camden/Camden County
Jersey City
Monmouth County
Plainfield
Sussex County

New York

Albany
Brookhaven
Chemung County
Clinton County
Middletown
Monroe County
St. Lawrence County

Schuyler County
Westchester County

North Carolina

Charlotte
Durham
High Point
Raleigh
Winston-Salem

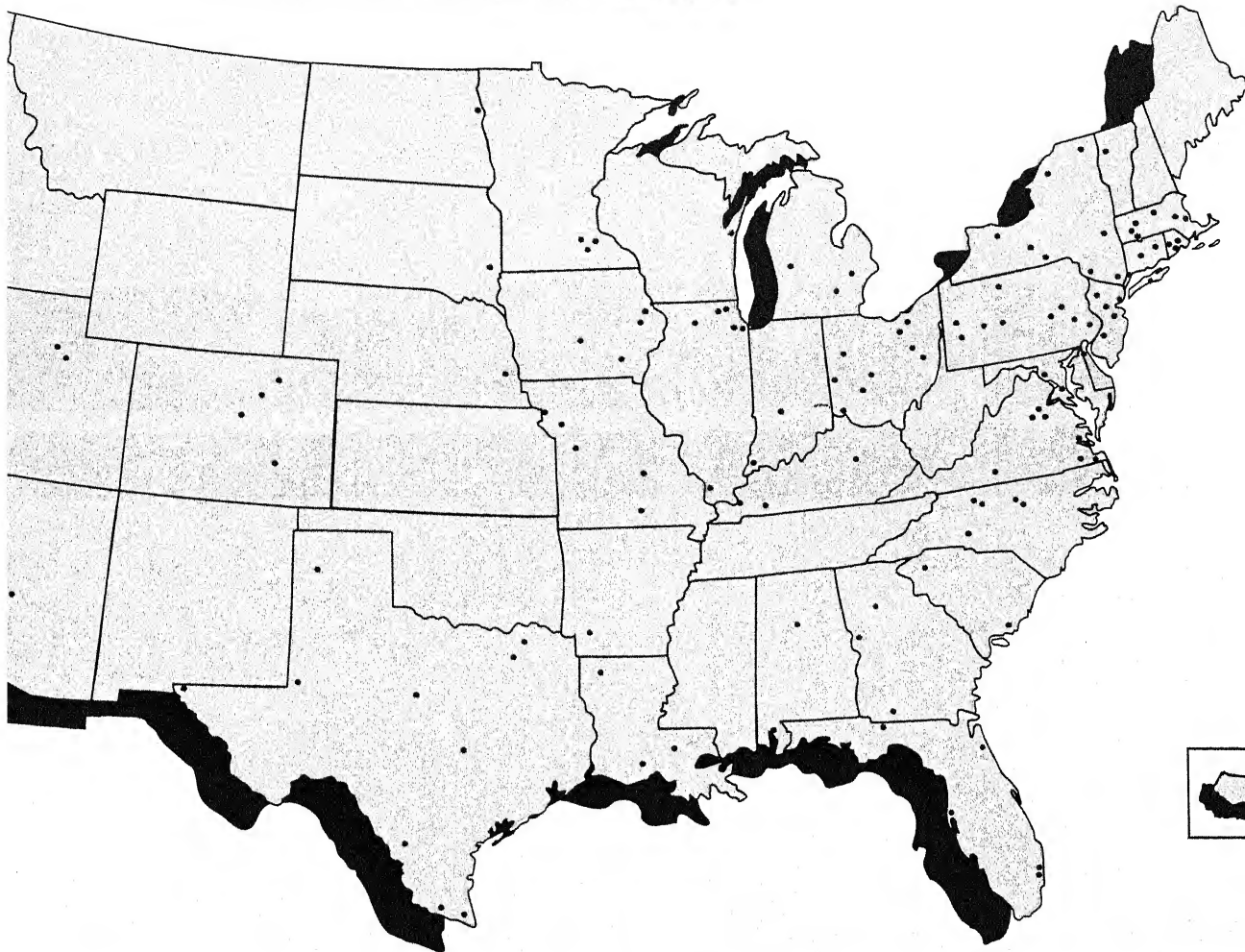
North Dakota

Grand Forks

Ohio

Allen County
Cincinnati
Cleveland
Columbus
Miami County
Parma
Pickaway County

Project Self-Sufficiency Demonstration Sites



Summit County
Youngstown/Mahoning
County

Oregon

Linn/Benton/Lincoln
Counties
Portland/Multnomah
County
Washington County

Pennsylvania

Allegheny County
Centre County
Indiana County
Lehigh County
Montgomery County
Philadelphia
Pittsburgh
Potter County
Pottsville

Rhode Island

Pawtucket
Providence
Warwick

South Carolina

Charleston
Greenville

South Dakota

Sioux Falls

Texas

Abilene
Austin/Travis County
Cameron County
Crystal City
Edinburg
El Paso
Fort Worth
Midland County

Panhandle
Paris

Utah

Salt Lake City
Salt Lake County

Vermont

Burlington

Virginia

Alexandria
Fairfax County
Hampton
Newport News
Norfolk
Prince William County
Roanoke
Suffolk

Washington

Bellingham/Whatcom County
Bremerton/Kitsap County
Everett/Snohomish County
Seattle
Spokane
Tacoma/Pierce County
Thurston County
Wenatchee
Whitman County

Wisconsin

Waukesha

District of Columbia

Guam

Agana

Puerto Rico

Carolina

The Project Self-Sufficiency Demonstration in Operation

Through the Project Self-Sufficiency demonstration, communities have pulled together resources and opportunities to help needy families get off welfare and support themselves.

What the public sector has done to help

HUD has contributed housing assistance in the form of Section 8 Existing Housing Certificates, as well as technical assistance.

Mayors, county executives, and other local officials have enthusiastically supported Project Self-Sufficiency by chairing task forces, publicizing the program, making city funds available, leading fund-raising efforts, and getting private-sector resources and job commitments.

Local and State governments have provided staff and services and have used the Community Development Block Grants, Community Services Block Grants, the Job Training Partnership Act, Vocational Education (Carl Perkins) Act, and other sources to fund self-sufficiency activities. Housing agencies, social service agencies, city councils, and county boards have all contributed resources that have been used to start or maintain self-sufficiency programs.

The private sector has joined the partnership

Private nonprofit groups have sponsored day care services; helped with utility and rent payments; organized clothing banks; subsidized day camp programs for children of Project Self-Sufficiency participants; provided interest-free loans to participants experiencing short-term financial crises; and made donations of furniture, appliances, and household goods for participants' homes.

Large corporations and small businesses have contributed funds for Project Self-Sufficiency staff salaries in addition to performing many other important functions. They have sponsored job training and placement activities; provided jobs; and contributed furniture and appliances, food, car-repair services, construction materials and labor, and legal and counseling services. They have organized networks that pair participants with business people who can

provide job information, moral support, and advice on career development.

Foundations have provided grants for a wide variety of self-sufficiency program needs. The grants have helped fund project directors' salaries and have been instrumental in getting special activities such as a "teen father motivation" program off the ground.

Educational institutions have provided tuition assistance and tuition-free courses for adult education, technical courses, career counseling, and resume and job application preparation.

Individuals have volunteered time to serve on Project Self-Sufficiency Task Forces (Governing Boards) and have made significant cash and in-kind contributions.



Public and Private Commitments Led the Way

State and local governments contributed revenues of up to several thousand dollars to the Project Self-Sufficiency Demonstration.

- An urban county developed a transitional housing facility for Project Self-Sufficiency participants using more than \$469,000 in contributions from the county government, a State agency, and private donations, as well as in-kind contributions of services and equipment from a university and private donors.
- Cars, gasoline, and repair services have been donated to Project Self-Sufficiency participants who needed transportation in rural areas; and van services, gasoline, and bus passes have been donated for transportation in urban areas.
- A small city received substantial contributions from local service organizations, including three Rotary Clubs that adopted Project Self-Sufficiency as a special project. This community also matched every \$500 in private contributions with city funds.
- In a rural county, an employer provided training facilities and offered job opportunities to Project Self-Sufficiency participants. The JTPA program and a local college trained participants for the company's positions.
- A local utility company waived utility deposits for all Project Self-Sufficiency participants who completed the initial training program and offered to give priority to participants in interviewing for its well-paying customer service jobs.
- Another community obtained administrative support and client services for Project Self-Sufficiency from a variety of cooperating public agencies. The Community Development Block Grant, Job Training Partnership Act, Vocational Rehabilitation and county programs provided funds for staff salaries and client services, and a group of retired business executives provided management advice. The full-time Project Coordinator, supported with CDBG funds, reports directly to the Executive Director of the local Public Housing Authority, who also is actively involved in Project Self-Sufficiency.
- Networking/mentoring groups were organized to pair Project Self-Sufficiency participants with business

people who could offer knowledge, moral support, and advice for career growth.

- Landlords have offered additional rental units and in some cases have lowered rents to help participants obtain decent and affordable housing.
- A local labor union participating on a Project Self-Sufficiency Task Force agreed to donate the services of a trainer to help participants prepare for the entrance tests for union apprenticeship programs.
- Businesses have offered free classes in subjects as diverse as household maintenance, basic auto mechanics, resume and job application preparation, how to use a bank account, and how to use cosmetics and build a wardrobe.





Project Self-Sufficiency Speaks for Itself

"I've been on and off welfare for the past 10 years while I went from one low-paying job to another, trying to make ends meet and keep my family together. Through Project Self-Sufficiency, I got the chance to be trained for a job with a salary high enough to really support myself and my kids for the first time in my life."—Mary, a Project Self-Sufficiency participant

"Project Self-Sufficiency helps well-motivated people achieve long-term independence—free from welfare."—Member of a Project Self-Sufficiency Task Force

"I am very determined to become an independent person who can support my family and live a productive life."—Cindy, a Project Self-Sufficiency participant

"I have always felt that I had ideas for running a business, but I was stifled because I didn't have the education I needed. Without this program, I'd be living in a rundown shack and have no job."—Theresa, a Project Self-Sufficiency participant

To help in planning a self-sufficiency program in your community, the U.S. Department of Housing and Urban Development has prepared a *Partners in Self-Sufficiency Guidebook* so that you can benefit from the experiences gained in the Project Self-Sufficiency demonstration. The *Guidebook* covers all aspects of establishing and running a successful Partners in Self-Sufficiency program: organizing the Governing Board; involving the local business community; screening and selecting participants; and providing housing, child care, training, employment, and other services.

HUD has also set up a Clearinghouse to answer questions and share information from self-sufficiency programs around the country. You can call Nina Corin at **(800) 245-2691** to tap into this information, as well as to share your experiences in developing and operating a self-sufficiency program.

Use the attached coupon or call Nina Corin to order your copy of the *Partners in Self-Sufficiency Guidebook*.